



APOIO A INSTITUIÇÕES DE SOLIDARIEDADE SOCIAL

**Workshop 3: Programmatic priorities and the emergence of grass roots philanthropy.
Relieving immediate needs or investing in the future; the role of civic society; educating nonprofits.**

ENTRAJUDA is a non-profit organisation with an innovative approach in Portugal, launched in 2004, educating nonprofits in management and organization, by mobilizing civic society
Inspired by the knowledge and know-how acquired by the Portuguese Food Bank, which lies at the heart of the organisation.

More efficient associations can:

- ✓ Optimize resources that are scarce
- ✓ Have a better impact on poverty and social exclusion
- ✓ Contribute to a more sustainable future and to social cohesion

A model built to respond to several needs perceived within other social welfare institutions which, managed with the heart, could be more effective in serving their beneficiaries if provided with a number of management and organization instruments and resources.

Its mission is to support welfare institutions in management and organization terms, increasing the efficiency of its procedures and the effectiveness of its results, establishing a bridge between those who wish to give and those who need to receive allowing the creation of a true chain of solidarity, in which each individual is an essential link.

ENTRAJUDA enable and simplify the involvement of people and companies, mobilizing Volunteers, Partners and Benefactors that feel the call to co-operate on a voluntary basis with their good-will, their work, their know-how and their talents



The links in the chain

Volunteers

✘ Main link of this Solidarity Chain, they contribute to enabling the individual mission of each welfare institution

Partners

✘ Companies, welfare institutions and people that put their work, their knowledge, their experience and their products and services at the disposal of welfare institutions

Institutions

✘ Social Response to financially disadvantaged people with a strong element of Voluntary service

Benefactors

✘ Individuals and corporate persons that support the activity, making financial donations

Isabel Jonet

Position paper: The Role of “la Caixa” Foundation during the Economic Crisis in Spain

The economic crisis has hit Spanish society hard in comparison to other European countries. The social indicators show high levels of inequality, due to the failure of our labour market and the high rise in unemployment that continues to affect 5.6 million Spaniards. There are 1.8 million households where all members of a working age are unemployed.

However, this dramatic situation which we are currently going through cannot hide the fact that before the crisis, despite macroeconomic indicators showing a solid growth, inequality was clearly evident. In 2007, one in five Spaniards was living under the poverty line, while one in three children left school without completing their secondary studies.

Social indicators in Spain and the European Union-15 before and after the crisis

	2007		2011	
	Spain	Euro-15	Spain	Euro-15
Poverty	20%	17%	26%	23%
Child poverty	24%	20%	30%	27%
Unemployment	8%	7%	24%	11%
Youth unemployment	19%	15%	51%	22%
Early school leavers	30%	15%	28%	14%

Source: Eurostat, Instituto Nacional de Estadística

During the 1990s “la Caixa” Foundation focused on cultural and scientific programs (CaixaForum, CosmoCaixa, touring exhibitions). Due to changing social needs and therefore anticipating problems society would face, the Foundation decided, in 2005, to set up a new program portfolio based on supporting the most vulnerable members of society. These new programs have played a crucial role in meeting the new demands that have appeared over the last 4 years:

- **Child Poverty (CaixaProInfancia).** A social fund to help children and their families to break through the vicious cycle of poverty, allocating funds to education reinforcement (34%); leisure activities (27%); food and hygiene (29%); and psychosocial care (10%). During the crisis period the annual budget has grown from €36 million in 2007 to €48 million in 2011. The program reaches close to 60,000 children and teenagers.
- **Job Placement (Incorpora).** In partnership with hundreds of local NGOs, the program provides more than 600 service points all over the country to train and to guide excluded people seeking jobs. It allows setting up close to 10,000 placements annually.
- **Social Housing (Habitatge Assequible).** 3,000 families are now living in rented flats in affordable conditions as a result of this program.
- **Microfinance (Microbank).** Microcredit facilities to offer small loans (up to €15,000) in order to foster and promote self-employment for people living under the risk of exclusion.
- **Social Entrepreneurship.** Seed-capital, business training and mentoring for those entrepreneurs who launch new business with high social impact, such as, job placement companies, fair trade and responsible consumption, ...

These programs aim to combine short term responses to the crisis (food, home, job) with long term changes in people’s lives, such as educational support or training and financial assistance to improve employment prospects.



FUNDAÇÃO CALOUSTE GULBENKIAN

**THE ROLE OF FOUNDATIONS DURING ECONOMIC CRISIS
STAVROS NIARCHOS FOUNDATION**

Athens, July 5-6, 2012

1. The gap between current social needs and the available means of foundations makes the mere transfer of resources a drop in an ocean.

This situation is aggravated by the fact that in many countries the non-profit organizations depend to a large extent on public subsidies (40% in Portugal) that are being reduced due to fiscal constraints.

2. To help to overcome this dramatic situation, foundations need to foster an *innovation driven structural change*.

3. All society actors (public, private and non-profit) should not work in isolation but move towards a *shared agenda*. Foundations, being independent, can be the catalyzers.

4. In our own work, as foundations:

4.1. Capacity building of other civil society organizations, helping them to be more effective and efficient

4.2. To identify and promote small innovative projects that can make a big difference and be replicable

4.3. Supply the seed funds for projects that can grow by themselves or attract other funders

4.4. Convene and bring together other foundations and non-profits, establishing new partnership models and networks

4.5. Evaluate and establish benchmarks to measure our performance and the impact of our actions

4.6. Identify those who can be more effective than us, either by their know-how and/or by their proximity (v.g. microcredit)

4.7. Learn from others. At the Calouste Gulbenkian Foundation very innovative projects came from the Portuguese Diaspora and are being implemented with great success.

Lisbon, 20 June 2012

Emílio Rui Vilar

The Role of Foundations during the Economic Crisis

Workshop 2: Rebranding Foundations

Communicating actions in times of crisis - re-inventing the role of Foundations -
Complementing rather than replacing state efforts - how do we get our messages across?

The current economic crisis presents an opportunity for Foundations to contribute to strengthening socio-economic networks and to utilize their experience and resources to rebuild a united society. Put another way, society needs the input of Foundations now more than ever.

However, there have been recent examples of the media questioning the role and funding of Foundations, and there is a risk that their actions and motivations are misunderstood. Notably, Foundations' prominent role as independent actors with resources will increasingly put them under the scrutiny of the media and public opinion.

This difficult context means that Foundations must take into account public sensitivities and stakeholder perceptions to understand how their programs and investments can best meet their objectives.

Taking the above into consideration this workshop seeks answers to the following questions:

- How can we change the means in which Foundations present themselves and how media portray the Foundations in the time of crisis?
- How can we address peoples' perception that Foundations can replace governments' funding?
- What can Foundations do to increase transparency and understanding about their work?

We suggest that this discussion uses the following points to establish how Foundations can best communicate their actions and objectives in order to work most efficiently in this climate:

- 1. How is the role of Foundations different during a crisis?**
- 2. What are the risks in terms of the perceptions of others?**
- 3. What can Foundations do about it?**

Other elements to consider include:

Are Foundations tailoring their infrastructure and activities to best bring help in times of crisis? - How can Foundations complement rather than replace state efforts? - Is there a risk that Foundations' contributions will raise questions about inequalities and the 'super-rich'? - If Foundations are not well-known in public, is there a risk that their motivations in making contributions, or their power, could be questioned? - How will this crisis change the future of this sector?

PETER ECONOMIDES
POSITION PAPER

In times of crisis, one thing inevitably leads to another, as we have seen in Greece where the financial crisis has led to a host of social crises.

This is where Foundations naturally step in - casting a philanthropic "safety net" to prevent the inevitable social fallout resulting from the financial crisis.

But a financial crisis causes another kind of crisis.

One with long reaching effects.

A crisis of confidence - in self and in the future.

This crisis can create severe long term damage to society, severely hampering long term economic sustainability. One of the most alarming effects of this crisis would be a brain drain, in which the brightest and most courageous, those with the creativity, courage and vision to simply pack up and seek a future elsewhere go ahead and do exactly that.

Yes, Foundations should supplement State efforts and place a safety net under society.

But there is an equally important need to place a magnet on top of it, to inspire, stimulate and encourage enterprise, innovation, entrepreneurship. To give dreamers the space to dream, and to facilitate the transformation of dreams into reality.

And reality means individual profit.

The reward for individual enterprise.

And this is where the problem arises.

Foundations are non profit organizations and stimulating private enterprise runs dangerously close to betraying the fundamental DNA of the Foundation.

Is a Foundation which stimulates private enterprise making a social contribution?

The answer is undoubtedly yes - by preventing the brain drain and through the knock on effect, psychological and economic, that success has on society.

This needs a clear line to be drawn on where exactly a Foundation will tread in stimulating enterprise. Clearly, this line stops short of venture capitalism.

It also needs communication.

Audiences - private and public - need to clearly understand WHY the Foundation is doing what it is doing, WHAT it is doing and HOW it is doing it. And probably the most important element is the WHY.

Foundations need to engage their stakeholders. And social media provide the perfect platform. Successful communication, based on the basic human principles of good conversation builds community. A sense of togetherness. A sense of sharing. A sense of mutual involvement.

Government in crisis has its hands tied.

Foundations can, and should, show the way forward leading, hopefully, to fruitful public/private partnerships which will have a real stimulatory effect on the economy, and perhaps more importantly, on the social psychology.

In a crisis of confidence people need hard evidence that the seemingly impossible is indeed possible. And economies need growth. It's the only path to recovery.

Position Paper Markus Hipp, Executive Director, BMW Foundation Berlin

Cross-sectoral Thesis:

- Growth of a self reflecting and increasingly professional civil society (foundations, associations, initiatives) between the economy and the state
- New partnerships between the state, companies and civil society
- Civil society as a field that gives meaning, drives innovation and encourages entrepreneurial action
- Cross-sectoral exchange of competencies
- Foundations help to renew, and complement the welfare state through innovation and entrepreneurial thinking

The civil society in different social structures (society models)

- In the competition for the „best“ (most sustainable, most balanced) society model Europe is well positioned
- European model as an outstanding model in the new power arrangement around the world
- Crisis as a painful learning process that eventually strengthen Europe's position
- Civil society as a key for a successful European model
- Cross-sectoral activity as a driver for innovation and a dynamic European model

The Anglo-American Market Model

- State sets only frame through regulatory policy (little process policy)
- Relatively weak welfare state
- Market as the dominant power in many areas of society
- Civil society very developed

Positive: high engagement culture, The Giving Pledge

Negative: civil society often acts as a „hole filler“

The State Capitalist Model (China, Russia)

- State as the central decision maker
- Civil society with only limited resources and freedom → only rudimentarily developed

Positive: technocratic enforceability of general framework and infrastructure measures

Negative: No democracy, little room for innovation and creativity, limited opportunity for participation

The European Model

- State makes process and regulatory decisions
- Diversity of social welfare models that compete within Europe
- Social Market Economy
- Civil society as a driver of innovation

Positive: EU as an example of cross-national cooperation, social market economy,

Negative: possible overregulation, protectionism, demographic change, undefined distribution of competencies

Foundations in Germany

The foundation sector is one of the most dynamic and innovative sectors in Germany. New forms of cooperation within this sector but also with public and private actors are emerging, thus transforming the ways of funding.

Venture Philanthropy

Venture philanthropy and social entrepreneurship as impactful tools in creating a stable and sustainable infrastructure for civil society.

Philanthropy during economic crisis—position paper.

George McCarthy
The Ford Foundation

Economic crises offer considerable challenges for philanthropic funders. Times of economic distress are particularly troubling for the people and communities that are typically targeted for philanthropic investment. Moreover, as tough economic circumstances disproportionately afflict low-income and excluded populations, and public and private resources on which these populations depend are diminished, competition for funding will increase dramatically. The measures that NGOs, and others working on behalf of excluded populations, adopt to find funding will become increasingly desperate, particularly for organizations whose existence might be imperiled by the crisis.

However, economic crises also provide unique opportunities to help advance one's work in the longer term. These include opportunities to: influence the evolution of a field of work; advance the stature of the foundation through exhibiting leadership, courage, and discipline; and, clarify external understanding of a foundation's role through strategic communication.

It is extremely important to keep in mind that the key tool for managing challenges and manifesting opportunities presented by economic crisis is strategy. A clear, well-articulated funding strategy is the best defense, and offense, with which to confront economic crisis. Adopting and maintaining a clear focus on tangible goals and then implementing plans to achieve the goals sends important messages to others. It tells them that one has already analyzed the current situation and determined the best course for one's organization. There is power in clarity and, by setting a course and taking action, it can both impress and inspire others.

Having a clear strategy is particularly important because, during an economic crisis, philanthropists can expect:

- Significantly more strident requests for funding from current grantees who are facing increasingly difficult circumstances—due to higher demand for their services and shrinking resources as other funding disappears.
- Increasing numbers of requests coming from new people, organizations, and institutions seeking to develop new funding channels or replace lost funding
 - Often, not well-aligned with your mission or strategy.

- Often, not appropriate for philanthropic investment.
- Increasing public/political pressure for philanthropy to step in and save the day—especially from organizations that are likely to fail without support or public officials who cannot deliver basic services.
- Significantly shortened planning horizons for all organizations—otherwise known as bunker mentality.

A clear, disciplined, and thoughtful strategy inoculates foundations from strident appeals for funds from organizations and institutions that would not be funded in ordinary times, or should never be supported by philanthropy. These include organizations that were weak before the economic crisis began and public agencies that would like to shift the burden of supporting public goods to philanthropy. In the first case, an economic crisis provides an opportunity to shape a field of work by helping to cull out weak and ineffective NGOs that take precious resources from more effective and deserving organizations. Natural selection can be a helpful mechanism to improve the evolution of a field—selection is not, however, warmly received by those selected out. In the second case, it is extremely important that philanthropy not fall victim to exhortations to take responsibility for managing functions of the public sector. This is because scarce philanthropic resources are inadequate to support public functions. Public functions need permanent, dedicated funding sources. Philanthropy is not structured to provide permanent funding for anything. It is important to note that even providing temporary funding to maintain public functions is dangerous, because it is harder to extract oneself once the funding relationship is established.

The ongoing economic crisis in the US provides a useful backdrop and object lesson for funders. Nowhere in the US are economic challenges, and the challenges for funder, more profound than Detroit. Detroit has been mired in economic decline for more than three decades. It has lost more than half of its population beginning in the late 1970s. The economic decline became severe with the precipitous decline of the national economy beginning in 2007-2008. Currently, Detroit is suffering with unemployment rates exceeding 20% of the working population—and close to 50% among young African-American males. There are more than 100,000 vacant, abandoned, and foreclosed properties—half of them in the possession of the city. The city is on the brink of bankruptcy and is poised to begin closing infrastructure for large residential areas in order to cut costs.

During the workshop in Athens, I will illustrate some of the general principles described above with examples from Detroit.

Libraries in Times of Crisis:
Civic Spaces, Opportunities for Innovation

Thomas W. Galante, President and CEO, Queens Library

New York, USA

Queens Library is one of New York City's three public library systems, serving a cosmopolitan population of 2.3 million people from around the globe. Queens Library is a known leader in providing innovative programs that have high social impact on the population. They include adult literacy classes, job skills classes and certifications, acculturating new immigrant populations, referring library users to healthcare, financial literacy, providing computer technology to the population and teaching them how to use it.

Queens Library is a "third" place: a space away from home and work that customers use to gather, discuss ideas, and simply to be part of the social support system. In times of crisis of any kind, libraries provide the kind of support that the populace craves.

Unfortunately, when the citizenry is in crisis, and library services are in highest demand, funding for libraries becomes scarce. Fortunately, adversity presents opportunities as well as challenges.

At Queens Library, we have used the opportunity to take a long, hard look at our business operations to find out which of our services are most important and sustainable, and which might be changed or eliminated altogether. In doing so, we have found that while our library collections are very important, the library-as-place is even more important. To that end, we are renovating our library buildings through a \$300 million capital program so they are more flexible and welcoming, and not just stacks of books. We have dedicated areas for teens, adults and children, soft seating and lounge areas and enough access to technology for our customers to use.

A fundamental principle in all of our strategies is that public libraries are uniquely positioned to build a productive and competitive society in a rapidly changing world that requires life-long learning for all people.

Core strategies that move this forward include: developing funding streams to expand special educational programs through public and private support to pick people up who have been

impacted by the economic downturn; partnerships for outreach to deliver special programs; expanding information access through innovative technology; automating routine processes like book circulation to improve performance through efficiencies; and, building out multilingual online educational programs and eBook services, to bridge the information divide and support economic growth through education for all people.

The Role of Philanthropy in Addressing the Crisis of
Homelessness in Greece:
Lessons Learned from the United States
By Sam Tsemberis, PhD

This presentation discusses the role of philanthropy and presents successful case examples of work completed by individual foundations and foundations working together to support effective interventions to address the problem of homelessness.

Philanthropy in the US is in the middle of a sea change from an old style and risk averse philanthropy to a collaborative approach that seeks to make a positive impact and that insists upon measurable outcomes. Since there is insufficient philanthropic money to make much of an ongoing impact on deeply embedded political, structural, and complex societal problems such as homelessness, philanthropy has taken steps to have significant impact using a focused and results oriented approach.

Among the goals of the philanthropic community are:

- * to fund best practices which are most effective and most efficient
- * to take measurable risks, including funding start ups
- * to fund advocacy and to become advocates themselves
- * to be a convener and to act as the impartial neutral agent in promoting coordination and cooperation among nonprofits and others stakeholders
- * to fund research which provides the hard data on which policy can be built
- * to bring together different public sector components (in the federal, state and local officials) to ensure coordination of public and private resources
- * to provide seed and gap financing which leverages larger sustainable streams of public funding
- * to engage others in the philanthropic and business sectors to work together to leverage each other's investments

The presentation will also present case studies from cities that introduced an effective and coordinated city-wide approach to address the crisis of homelessness. A proposal for a similar coordinated intervention for Athens and other cities in Greece will be presented. The organizations involved, the segment of the population served, the coordination of private and public services and the role of philanthropy will be described. This coordinated approach involves the participation of philanthropy, government, the businesses and religious community and the general public.

The MacArthur Foundation: Reimagining Learning in the 21st Century

Reimagining Learning

After 26 years of significant investment in traditional school reform, in 2006 the MacArthur Foundation shifted its focus to explore how digital media are changing the way young people learn, play, socialize, and participate in civic life. Instead of focusing on schools and school districts, the Foundation turned its attention to how young people were learning outside of school.

This shift was in response to the belief that digital media and the Internet were sparking new ways of creating, sharing and organizing knowledge that could have far-reaching implications for institutions of learning – schools, libraries, museums, and more. The initiative in digital media and learning is designed to drive positive change in American education that builds on the new modes of learning observed among young people using digital media and related tools.

Grantmaking began with the support for research and design experiments to explore three key questions:

1. Are young people changing as a result of digital media?
2. How should young people's learning environments change?
3. How should learning institutions change?

Through the grantmaking to date, the Foundation has identified three shifts that must occur if the education system is to transform from the current 19th-century paradigm to a 21st-century vision:

A shift from education to learning. Education is what institutions do, learning is what people do. Digital media enable learning anywhere, anytime; formal learning must also be mobile and just in time.

A shift from consumption of information to participatory learning. A new system of learning must be peer-based and organized around learners' interests, enabling them to create as well as consume information.

A shift from institutions to networks. In the digital age, the fundamental operating and delivery systems are networks, not institutions such as schools, which are a node on a young person's network of learning opportunities. People learn across institutions, so an entire learning network must be supported.

From Inquiry to Impact: Spreading New Principles and Practices

A new framework for learning – Connected Learning – emerged from research and design experiments supported by MacArthur during the first six years of its grantmaking in digital media and learning. Connected Learning is an approach that connects the three spheres of a young person's life that matter most to them – their peer culture, their interests, and their academics – to create more opportunities for more young people to achieve the historic goals of a good education. It ensures young people learn the traditional reading, writing and numeracy skills, while inspiring them to be creative, analytical problem solvers. It provides for more engaging and relevant learning experiences that prepare youth for college, the workforce, and citizenship in a democracy. And, it values learning that takes place outside of the classroom.

Going forward, the Foundation's grantmaking will focus on demonstrating a new vision of connected learning for today's youth at specific sites to illustrate what is possible and pragmatic; and working with industry, government, education, media, and other foundation partners to support learning anywhere, anytime – all in the broader context of the network of institutions, organizations, and online spaces that influence learning.

Position Paper- Chris Lawrence

Hive Learning Network New York City (Hive NYC) is a Mozilla project focused on helping teens explore, create and share around their interests. It was born out of the MacArthur Foundation's Digital Media & Learning initiative, to examine how learning doesn't just happen in schools, and how cultural organizations can collaborate on innovative education practices together with the goal of spreading these ideas through a robust network. Hive NYC is informed by and helps to inform the emerging Connected Learning principals that are defined as being interest-powered, peer-supported and academically oriented.

Hive NYC currently has 40 non-profit members including libraries, museums, media clubs and other community based organizations. Through the New York Community Trust, Hive NYC provides funding twice a year for projects that engage youth with digital media for education, expression and enrichment. Projects are driven by youth interests - be it science, art, social justice, hip hop - and we add a layer of digital media and technology into their learning around these themes. All funded projects must involve collaborations amongst Hive NYC members. All resultant learning objects, curriculum and other educational resources are distributed and shared through the network.

As the Director of Hive NYC I view my task as building, advocating and evangelizing for a learning eco-system that better leverages what Lee Rainie and Barry Wellman describe as the triple revolution of social networking, the internet and mobile technology. In New York City and the United States non-profits with learning based missions are under enormous pressure to help reform a broken education system, react to a standardization of a national curriculum while having less access to both private and public funds. With Hive NYC and a deeply collaborative, open and networked operating system we believe we can be both an intervention strategy and a transformative movement toward a new funding and operational landscape.

Mozilla is a non-profit organization and social enterprise best known as the makers of Firefox. Our user-centric mission, experience, and expertise can be defined by:

- We build infrastructure that fosters public benefit. Mozilla's technology is made available, at no cost, to everyone. Supporting open, federated development and implementation is core to what we do.
- We drive market transformation through open innovation. We look for areas where choice and competition are under threat and launch new offerings. Firefox re-ignited web standards and the browser market and 2012 will see us disrupt vertical lock-in within the mobile industry.
- We are pioneering advancements in privacy. Do Not Track is gaining adoption across industry and government, becoming the standard through which users gain control over behavioral tracking.

Mozilla wants the web to be better. We want it to continue to drive creativity, education, and economic growth. And we want people to feel safe and in control as they move more of their lives online.

THE ROLE OF FOUNDATIONS

IN A VASTLY ALTERED SOCIO-ECONOMIC LANDSCAPE

Today our country is facing one of the most significant economic crises in its post war history. One that is having a profound effect on foundations and NGOs that provide a safety net to those with the least wealth and opportunity. Hundreds of families have lost their homes, unemployment is rising to levels not seen in the last decades and non profit providers are seeing a dramatic jump in the demand for food, shelter, medical care and other services.

Local foundations are encountering difficult challenges as a result from this situation. Their assets plunged by more than 35% and income is reduced by at least 40%.

The economy is also rapidly erasing resources for non profits. With foundations' assets evaporating, with government taxing foundations and slashing non profit grants, with corporate profits tumbling and individuals suffering financially, the amount of money going to non profits nose dived at a moment when demand for their services is skyrocketing.

Under these circumstances each foundation has an obligation to consider how to respond to the crisis, looking first to its underlying mission in order to determine what action it should take. The Bodossaki Foundation, a 40-year old foundation, made its own soul searching while trying to assess the situation. Education, health care and environmental protection have been so far the three customary main objectives of its activities. We thought though that supporting scholarly and scientific excellence and trying to improve the quality of medical care was not enough at a time of profound existential crisis engulfing the country.

The crisis has created a whole set of new social problems, unknown even a little while ago, that needed to be immediately addressed (impoverism of the middle class/hunger/homelessness).

At the same time we are faced with other fundamental issues affecting the future of our country and society such as the tremendous deficit of competitiveness and a very weak civil society that has a low stock of social capital and trust.

The response of our foundation to the challenges presented by the economic crisis and the setting of new ambitious goals required not simply a rearrangement of priorities but a complete rethink of the structures that we have had and the change of our operational philosophy. We had to find new

means and adapt ways to the new realities for greater overall impact and effectiveness.

D. S. VLASTOS